

*For*  
321

# INFORMATION REPORT INFORMATION REPORT

## CENTRAL INTELLIGENCE AGENCY

This material contains information affecting the National Defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C. Secs. 793 and 794, the transmission or revelation of which in any manner to an unauthorized person is prohibited by law.

SECRET

COUNTRY	Poland	REPORT	<input type="text"/>	25X1
SUBJECT	Organization and Function of the State Vehicular Communications in the Olsztyn Region	DATE DISTR.	8 March 1955	
		NO. OF PAGES	11	
DATE OF INFO.	<input type="text"/>	REQUIREMENT	<input type="text"/>	25X1
PLACE ACQUIRED	<input type="text"/>	REFERENCES		25X1
DATE ACQUIRED	<input type="text"/> This is UNEVALUATED Information			

SOURCE EVALUATIONS ARE DEFINITIVE. APPRAISAL OF CONTENT IS TENTATIVE.

25X1

SECRET

STATE	#X	ARMY	#X	NAVY	#X	AIR	#	FBI		AEC									
-------	----	------	----	------	----	-----	---	-----	--	-----	--	--	--	--	--	--	--	--	--

(Note: Washington distribution indicated by "X"; Field distribution by "#")

# INFORMATION REPORT INFORMATION REPORT

25 YEAR RE-REVIEW

~~SECRET~~

25X1

REPORT

25X1

COUNTRY Poland

DATE DISTR. 19 Jan 1955

SUBJECT Organization and Function of the State  
Vehicular Communications in the Olsztyn  
Region

NO. OF PAGES 10

DATE OF INFORMATION

REFERENCES:

PLACE ACQUIRED

25X1

THIS IS UNEVALUATED INFORMATION

25X1

1. The regional State Vehicular Communications (Panstowa Komunikacja Samochodowa - PKS) of Olsztyn included two voivodships, Olsztyn and Bialystok. Most voivodships had their own regional PKS but, when a voivodship was sparsely populated with little vehicular traffic, it was combined with another voivodship to form a regional PKS. Each PKS was directly subordinate to the Central Administration of State Vehicular Communications (Centralny Zarzad Panstwowej Komunikacji Samochodowej - CZPKS) which in turn was subordinate to the Ministry of Road and Air Transport (Ministerstwo Transportu Drogowego i Lotniczego-MTD i L.). [redacted] there were 13 regional PKS's but there were plans to have a total of 17. [redacted] the Katowice or Krakow Region was the largest in Poland and Olsztyn was about the fourth smallest. 25X1
2. The PKS was responsible for all commercial road passenger traffic in Poland, and theoretically for all cargo transport entailing a haul of more than 40 kms. Other State, and the few remaining small private enterprises were permitted to haul cargo within the 40 km. radius but very often they did not have the necessary vehicles and had to call on the PKS to do the transporting. Future plans stated that the PKS would handle all transport in Poland regardless of distance and tonnage. The military and security services have been and will be the exception, [redacted] they will probably find it necessary to call on PKS for assistance as they have done in the past. 25X1

~~SECRET~~

SECRET

- 2 -

25X1

3. Each regional PKS was responsible for all passenger bus service in its region and any adjoining region when that service was on a route authorized by the CZPKS. For freight transport a PKS vehicle could travel to any destination in Poland from which it continued to haul to other destinations enroute to its home office. A truck was not permitted to travel empty and thus a truck-driver, depending on available cargo, could be away from home indefinitely. 25X1  
 several times drivers had been away from their offices and homes for as long as three weeks. Even under-loading was prohibited; for a two-ton load on a three-ton truck, driver, dispatcher, and customer (usually a State enterprise) could be fined.  
 25X1
4. Each regional PKS maintained its own vehicles and did minor repairs. For overhaul and rebuilding the vehicles were sent to a ZNS (Zaklady Naprawcze Samochodowe-Vehicle Repair Shop) which overhauled only certain types of vehicles for all of Poland.
5. The whole region, that is, the directorate in Olsztyn including branches (ekspozitura) and sub-branches (stacja terenowa), employed about 2000 people and had about 1,200 vehicles (busses, trucks, and trailers) at its disposal. (See organizational chart page 10) The directorate had about 117 employees; the rest were employed in the branches and sub-branches. The busses used were: Skoda, Star 20, Leyland, and Chausson. The trucks were mostly Praga, Skoda, and Star. There were a few other types like the GMC, Studebaker, and several others, obtained through Western surplus purchases and postwar aid like UNRRA, but they were slowly being turned in and/or scrapped for junk and spare parts.
6. The pertinent unit in the directorate established norms for its subordinate sections and employees throughout the region. Practically everybody had a norm to fulfill. There were passenger and ton kilometers to be met  Mechanics, their assistants, inspectors, and support people shared in the responsibility and reward (premium or piecework) for keeping up their norms of ready and available vehicles to be converted by drivers into passenger and ton kilometers. Norms could be made flexible by varying the percentages for the time of year. Thus, a bus which was required to be in operation 76% of the year was made to operate 73% of the time in the winter and 79% of the time in the summer when weather and road conditions permitted greater efficiency and mobility. Norm percentages were further varied by the condition and age of a vehicle and by the routes traversed by a particular vehicle.  wherever possible, the trick for maintaining high premiums and piecework rewards was not to exceed the requirements too much as a quarterly reassessment might result in raising the requirements. 25X1
7. While a reward was given for fulfilling requirements, inefficiency and too frequent breakdowns in the use of equipment resulted in appropriate penalties. The requirement placed on a piece of machinery, its operator, and section would depend on the locality and availability of the machinery. Thus, a rather scarce, diesel fuel-injector testing machine  was, by virtue of its scarcity, required to be in use almost 100% of the time. In this case, as in others, in order to keep up the norm,  PKS had 25X1  
25X1 to look for other clients to keep up the norm and retain the machine. When a machine was not being adequately exploited, it had to be reported. This usually resulted in the machine being moved to where it would be exploited to its maximum.
8. Where plans and premiums were not established for certain personnel, there were piecework (akord) remunerations or minimum salaries for the particular positions which were established by the Council of State (Rada Panstwa), the ministry involved, and the trade unions. Norms and/or akord apply to physical workers and to jobs which are completed by one person. Plans and premiums apply to planners, overseers,

SECRET

SECRET

-3-

25X1

and operations which involve several or more people. Typists were paid according to the number and size of the sheets they typed and [ ] they made high wages, since they were always willing to type everything and anything; [ ] however, [ ] there was a great deal of abuse and cheating in this method of pay. With personnel whose jobs were difficult to measure in terms of efficiency, norms, and premiums, the salaries were usually unjustly low. For example, a secretary with a variety of duties which were not easily evaluated received a mere 450 zlotys. In certain cases, the superiors of these low-salaried people managed to supplement their income with an income from another department where a slot was available and only fictionally filled. This kind of maneuvering was done only on the highest levels where it was realized how unjust the salaries were and how difficult it was to have the established salary changed.

25X1

9. The transportation branches (each called ekspozitura) and the sub-branches (each called Stacja Werenowa) were located in and named after the cities and towns where the actual passenger and freight traffic was handled. In the larger cities the organizational set-up was practically the same as on the directorate level. In the smaller stations certain positions were unnecessary and, in many cases, ones, personnel fulfilled the functions of two and even three different positions. The planners and overseers were in the directorate. The actual work was done in the branches and sub-branches. The Olsztyn Branch had about 500-575 employees. The Bialystok Branch had about 800-900. The other branches and sub-branches varied from 20-60 people. The branches and sub-branches in this region had a combined setup for passenger and freight traffic. In large cities like Warsaw and Krakow, separate freight and passenger services were maintained. PKS branches were also located in large industrial plants like the Lenin Iron and Steel Works (formerly Nowa Huta) and Jelcz Automobile Factory.

10. In addition to the Party influence and function in the Personnel Department and in Security, there was an overall Party influence throughout the region. On the directorate level there was a Party secretary with two others who formed the Party executive (Eksekutiwa). This executive arranged mass meetings, political rallies, Communist celebrations and also kept an eye on all activities and personnel. This same Party influence was exercised in all branches and sub-branches. The Party activists had regular jobs in the PKS and were paid only their regular salaries. Only in larger enterprises did the Party pay their members for exclusively political activities.

[ ] how many employees were necessary for paid political jobs [ ] even the unpaid ones were satisfied for the other privileges and perquisites they received.

25X1

25X1

11. The following is the scale of wages for workers in the PKS in 1953.

25X1

a. Directors (Region)

- (1) Director: Basic pay of 1350-1950 zlotys a month, plus a 30% premium (premja) for fulfillment of the regional monthly plan.

- (2) First Deputy Director in charge of exploitation:

Basic pay of 1350-1950 zlotys a month, plus a 20% premium for fulfillment of the regional monthly plan.

- (3) Second Deputy Director in charge of technical matters:

Basic pay of 1350-1950 zlotys a month, plus a 20% premium for fulfillment of the regional monthly plan.

SECRET

SECRET

-3-

and operations which involve several or more people. Typists were paid according to the number and size of the sheets they typed and [ ] they made high wages, since they were always willing to type everything and anything; [ ] however [ ] there was a great deal of abuse and cheating in this method of pay. With personnel whose jobs were difficult to measure in terms of efficiency, norms, and premiums, the salaries were usually unjustly low. For example, a secretary with a variety of duties which were not easily evaluated received a mere 450 zlotys. In certain cases, the superiors of these low-salaried people managed to supplement their income with an income from another department where a slot was available and only fictionally filled. This kind of maneuvering was done only on the highest levels where it was realized how unjust the salaries were and how difficult it was to have the established salary changed.

25X1

9. The transportation branches (each called ekspozitura) and the sub-branches (each called stacja terenowa) were located in and named after the cities and towns where the actual passenger and freight traffic was handled. In the larger cities the organizational set-up was practically the same as on the directorate level. In the smaller stations certain positions were unnecessary and, in many cases, one person fulfilled the functions of two and even three different positions. The planners and overseers were in the directorate. The actual work was done in the branches and sub-branches. The Olaszyn Branch had about 500-575 employees. The Bialystok Branch had about 800-900. The other branches and sub-branches varied from 20-60 people. The branches and sub-branches in this region had a combined setup for passenger and freight traffic. In large cities like Warsaw and Krakow, separate freight and passenger services were maintained. PKS branches were also located in large industrial plants like the Lenin Iron and Steel Works (formerly Nowa Huta) and Jelcz Automobile Factory.
10. In addition to the Party influence and function in the Personnel Department and in Security, there was an overall Party influence throughout the region. On the directorate level there was a Party secretary with two others who formed the Party executive (Eksekutiwa). This executive arranged mass meetings, political rallies, Communist celebrations and also kept an eye on all activities and personnel. This same Party influence was exercised in all branches and sub-branches. The Party activists had regular jobs in the PKS and were paid only their regular salaries. Only in larger enterprises did the Party pay their members for exclusively political activities. [ ] how many employees were necessary for paid political jobs [ ] even the unpaid ones were satisfied for the other privileges and perquisites they received.

25X1  
25X1

11. The following is the scale of wages for workers in the PKS in 1953.

25X1

#### a. Directors (Region)

- (1) Director: Basic pay of 1350-1950 zlotys a month, plus a 30% premium (premja) for fulfillment of the regional monthly plan.

- (2) First Deputy Director in charge of exploitation:

Basic pay of 1350-1950 zlotys a month, plus a 20% premium for fulfillment of the regional monthly plan.

- (3) Second Deputy Director in charge of technical matters:

Basic pay of 1350-1950 zlotys a month, plus a 20% premium for fulfillment of the regional monthly plan.

SECRET

SECRET

-4-

25X1

## (4) Third Deputy Director in charge of finance and support:

Basic pay of 1350-1950 zlotys a month plus 20% for the fulfillment of the regional monthly plan.

Basic pay range, above and below, usually depended on qualification, seniority, and responsibility, but could also be affected by Party or personal influence.

## b. Production Group (non-physical) on directorate level.

## (1) Head of a Department (Kierownik Dzialu):

Basic pay of 750-950 zlotys a month plus a "functional supplement" (dodatek funkcyjny - given to people exclusively responsible for a job, section, or department and which precluded any overtime pay) of 180 zlotys plus a premium for fulfillment of his monthly departmental plan throughout the region.

## (2) Head of a Section (Kierownik Sekcji):

Basic pay of 650-800 zlotys a month plus a "functional supplement" of 120 zlotys and an additional premium for fulfillment of the sectional plan throughout the region.

## (3) Senior Section or Department Officer (Starszy Referent):

Basic pay of 600-750 zlotys a month plus a "functional supplement" of 90 zlotys and a premium for the fulfillment of the sectional plan throughout the region.

## (4) Section or Department Officer (Referent):

Basic pay of 500-650 zlotys a month plus a premium for the fulfillment of the monthly sectional or departmental plan throughout the region.

## (5) Junior Sectional or Departmental Officer (Mlodszy Referent):

Basic pay of 450-550 zlotys a month plus a premium for fulfillment of the monthly sectional or departmental plan throughout the region. For fulfillment of the plan, a 35% base pay premium was given; and, for each 1% over-fulfillment of the plan, a 3% base pay premium was given.

## c. Non-productive Group

- (1) Support people were paid about 20% higher wages than the above production group but without any premium. The exception in these groups was the head of a section or department who received a premium of 45%. Economy, conservation, and work attendance were the keys to these premiums.

SECRET

SECRET

-5-

25X1

- (2) Finance people were paid about 15% less than "production" people but received a premium of 30-45% (depending on rank) on fulfillment of their work quota, e.g., completing and dispatching monthly reports on or before the 15th of the following month. The quarterly report was due about the 25th of the following month.

(3) Technical Control Group (Inspectors):

Base pay of 800-1200 zlotys a month plus a premium of 40% (inspector) to 60% (senior inspector).

25X1

their job was difficult to measure in terms of efficiency.

d. Physical Worker's Group

(1) Repair and service station workers:

Repair departments received piecework. Conservation, inspection, supply and support workers received premiums on the readiness and availability of all technical equipment (parts, tools, and vehicles).

(2) Chauffeurs:

Piecework (akord) for ton-kilometers and passenger-kilometers. the average chauffeur earned about 1300 zlotys for about 250 hours of work a month but one case where a chauffeur driving a S.P.A. (Flat) (10-ton) with a 15-ton trailer, received 3,200 zlotys for 386 hours in one month.

25X1

(3) "Expediting" workers received piecework.

25X1

it was paid on the amount of freight handled but he had no idea of amounts and percentages. All physical workers were categorized into groups so that, when their "piecework" was inadequate, they were paid according to the base pay established for their particular group.

- e. Supervisory positions in the branches, corresponding to directorate positions, were paid about 15% to 20% lower than on the directorate level. In the field stations they were 35% to 40% lower.

12. In 1953, most personnel received their premiums about nine months out of the year, but the overall regional plan for the year was not realized even though it was announced that it was.

25X1

the department had not received a premium for any month in 1954.

13. in spite of all efforts to plan, organize, and control the activities in the region, there was still much inefficiency, confusion, disinterest, lack of technical ability, and lack of supplies of certain categories. (Only about half the buses had jacks and tools to repair a flat tire on the road). it would take five to ten years before the region could be considered efficient from a western point of view.

25X1

25X1

25X1

SECRET

SECRET  
-6-

25X1

Legend to the Organizational Chart (See page 10)

Note: A section (Sekcja) had one to three employees. A department (Dzial) had three to five employees but was sometimes larger.

1. The Olsztyn PKS regional director was responsible to the CZPKS in Warsaw for all activities and personnel in his PKS region. His responsibilities were so varied and multiple that [ ] no Party man, i.e., the usual post-war product with little education and experience, had lasted more than six months. 25X1
2. Technical Director Second Deputy to the regional director and Chief Mechanic (Główny Mechanik-Dyrektor Techniczny). He is responsible for the five sections and departments which break down plans, establish norms for their respective section in the field branches, guide and oversee all technical and building maintenance, and constantly look for and establish new means and methods to increase technical efficiency. [ ] the Technical Director, inspected the whole region about once a month to see that all branches and sub-branches operated up to required standards. Each of [ ] five operating sections also inspected the field branches and sub-branches periodically. The following departments and sections were under the Technical Director: 25X1
  - a. Vehicle Department (Dzial Taboru). This department was responsible for the availability, purchase, distribution, issue and inventories of all vehicular equipment.
  - b. Service (Dzial Obslugi). This department was responsible for all technical maintenance and repair throughout the region. They established methods and norms and saw that they were executed. They saw to it that the proper tools, parts, and equipment were available, properly conserved, and adequately exploited.

SECRET



SECRET

-7-

25X1

- c. Technical Control (Sekoja Controli Technicznej). This section comprised the technical inspectors for the whole region. Though each section or department under the technical director checked its respective sections in the field, the technical inspectors also were responsible for checking and "control". The technical director in turn checked on them as could the other two deputy directors and the regional director. [redacted] this was a typical situation where one found several inspectors and one worker. 25X1
- d. Building Repair (Sekoja Remontu Budynkow). This section planned, acquired funds for, and ~~jobbed~~ out all repairs, alterations, and renovations (except minor repairs, done by the support department in each branch or sub-branch) up to jobs which did not exceed 70% of the value of the building. Repair percentages were set so high because building evaluations were generally low and funds for the construction of new buildings were hard to get. This tight policy was a national one and new building credits were reserved only for what were considered essential industries.
- e. Inventive (Sekoja Wynalezczosci). This section studied prevalent methods, suggested ideas and methods to improve the technical efficiency throughout the region. It conducted experiments in the branches to test the merit of any proposed idea. There was a commission formed from various sections to pass on the feasibility and merit of any new idea. Personnel, finance, supplies, and others passed judgment from their particular angle on new ideas and methods. The commissions also recommended rewards for improved efficiency.
- f. Fire Department (Sekoja Przeciw Pozarowa). This section had but one man in the directorate but he was responsible for fire prevention, fire-fighting personnel and equipment in every branch and sub-branch. There was a 24-hour-a-day fire duty in all places and there were three or four people assigned especially for this detail. Equipment and pumps were always ready for use in addition to the local fire department to which there were direct lines in the larger branches.
- g. Personnel Safety and Hygiene (Bezpieczenstwo i Higijena Pracownikow). One man in the directorate was responsible for the safety and hygiene of personnel in the branches and sub-branches. Proper warmth, ventilation, safety guards, soap, towels, hot water, special clothing and shoes for special jobs and seasons, first aid, and free milk for workers with gas (blacksmiths, welders) were made available to workers. [redacted] serious efforts were being made to improve conditions for workers but that existing conditions were still relatively primitive when compared to the West. 25X1
3. Personnel (Dzial Kadrowy). (The Russian word for cadre was used in Poland for the word personnel. In other instances, it meant only the highest grade of personnel and/or personnel who trained others.) The Party was heavily represented in the Personnel Department since it selected all personnel for the directorate and the personnel heads in the field, who in turn selected people who not only met job requirements, but were supposed to be loyal and reliable. Very often the latter requisite had preference over the former. The Personnel Department trained people for jobs within the region as well as sending them out to schools and institutions for training and schooling. The UB had direct access to the files of this department, which had a record of every possible fact in a man's life, including his habits, personal life, his friends, political orientation, and prewar background. [redacted] 25X1

SECRET

SECRET  
-8-

25X1

4. Accounting (Dzial Ksiegowy). This department employing about 17 people, controlled all the region's bookkeeping. It was responsible for checking all figures, expenditures, and even efficiency in all field branches and sub-branches. [redacted] a member of this department could inspect and change any operation or item in the region if it did not appear efficient or did not follow directives. For example, this department prohibited the use of diesel oil on a workshop floor which was very dusty; water was recommended. In another instance, bronze was forbidden to be used when iron could be used, because a regional PKS directive called for conservation of bronze. 25X1
5. "Sekretariat" was a department which contained the mail room and was responsible for the reception of visitors, all typing, and certain administrative matters.
5. Plans (Dzial Planowania). This department broke down the annual plans received from the CZPKS through the director and established monthly and quarterly goals to be reached by each section or department. This planning was general and was given to the "Organization and Planning Department for detailed planning for realization by the particular sections and departments involved.
7. Organization Planning (Organizacja i Zatrudnienie). This department converted plans from the Plans Department into actual workable factors which could realize the goals demanded of the region. The department worked closely with each section and department in order to establish an organization which could realize the plans. The greatest concern here was with personnel, their activity and the pressure to exact as high a norm as possible. [redacted] this department's work was mere theoretical paper work and could be easily dispensed with. Nevertheless, this department had four sections: Organization, Establishing of T/O's (Zatrudnienie), Establishing of Norms (Normowanie), and what is called "Wspolzawodnictwo". The latter, which translated literally means mutual competition, is practiced in all Communist countries. Mutual competition is actually the staging and provoking of a mass spirit through agitators (almost always CP members) during mass rallies or Communist celebrations, which results in pledges to increase production. This staging is given more impetus by offering outstanding workers special privileges and compensation in order to make increased production personally rewarding. 25X1
3. Security (Ochrona). There were three men in this section. One, a member of the UB, concerned himself with the political and organizational security of all personnel. It was his responsibility when an accident or any incident in the field suggested sabotage or political implications. His assistant was responsible for the physical security of the region, where guards and watchmen were employed night and day by all branches and sub-branches.
9. "Investments" (Inwestycja). This unit controlled the budget and financed all capital investments and all purchases over 400 zlotys. It merely approved a purchase on the request of any section or department, which then acquired the material directly from the seller. The bill was paid by the Finance Department.
0. "Exploitation" (Eksplotacja). This unit, under the 1st Regional Deputy Director, consisted of the following departments:
  - (a) Passenger Department (Dzial Osobowy)
  - (b) Freight Department (Dzial Towarowy)
  - (c) Control and Inspection of Conductors and Tickets Department (Dzial Kontroli Biletow)
  - (d) Expediting Department (Spedycja)

They planned and controlled these same departments in the field, the first of which handled all passenger traffic, the second handled all freight transports, the third checked conductors and tickets on buses,

SECRET

SECRET

-9-

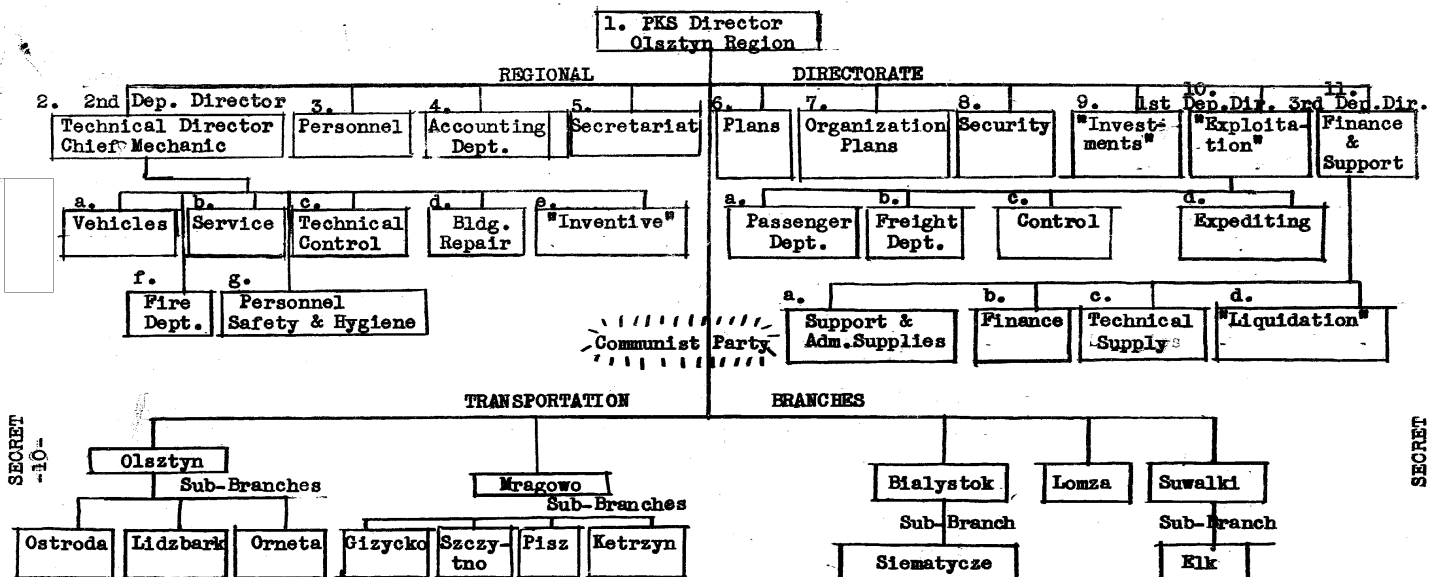
and the fourth, Expediting, handled local freight hauls. Expediting also had laborers for its freight loading and for the long distance hauls of the Freight Department.

11. Finance and Support (Pion Finansowy i Gospodarczy). This unit, with the 3rd Regional Deputy Director at its head, had the following departments: Support

- a. Support,
- b. Finance
- c. Technical Supply
- d. Liquidation.

It supervised similar but larger departments in the branches and sub-branches. The Support Department (Dzial Gospodarczy) was the administrative and non-technical support section. Certain large expendable purchases were occasionally made on the directorate level for the whole region. The Finance Department paid all bills and wages of personnel. The Technical Supply Department (Dzial Zaopatrzenia) purchased, stocked, and issued all technical supplies and spare parts. The Liquidation Department (Likwidacja) received unused bus tickets and stubs of sold tickets from conductors to settle with the Passenger Department. It also paid old bills and was the repository of old reports, records, and directives.

SECRET



25X1

SECRET  
-10-

SECRET